

SECTION WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	ADTR				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks:					
<p>Sorry for the delay on this paper. Hope we're not getting into position where MAG is commanding OTR rather than <u>advising</u></p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
				10 MAR 1971	
UNCLASSIFIED		CONFIDENTIAL		SECRET	

FORM NO. 237 Use previous editions

(40)

DD/S:jwc:maq

Distribution:

Orig - A-DTR w/O DD/S 71-0712

1 - DD/S Subject w/xcpy DD/S 71-0712

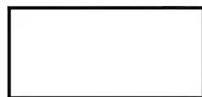
1 - DD/S Chrono

DD/S 71-0712 : Memo dtd 24 Feb 71 for ExDir-Compt fr Management Advisory Group,
subj: The Agency's Supervision and Management Courses

FILE Training 6

ISW -

Seems to me we
may need some
definition of role &
access of TAG -
Support Directorate shouldn't
wind up working for TAG.



9 MAR 1971

8 March 1971

NOTE FOR: Mr. Coffey

STAT

I have talked with [redacted]
and [redacted] All confirm that the MAG has been
interested in supervision and management courses
almost since the inception of MAG. MAG personnel
have had numerous sessions with Hugh Cunningham,
[redacted] and have wanted to
have an advisory role on management training.

STAT

Almost a year ago, Hugh asked MAG to look into
his supervision and management training. I believe
he will welcome the attached.

[redacted]
WEB

3 March 1971



NOTE FOR: Mr. Coffey via Mr. Wattles

1. The merger mentioned in para 1 was result of recommendation of Problem Solving Seminar #5.


STAT 2. MAG came on their own initiative to Chas STAT
[] to talk supervision and management and []
gave them the attachment which was drawn up for
Rod's "Curriculum Council."



WEB

WEB -

There is more background
on MAG + supervision training
- I can't recall. I also believe
there was some pointing of MAG
perhaps by Exler or PTR STAT
which at least in part led to []
STAT I believe [] out of line
in joining people to MAG esp when

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM				
UNCLASSIFIED		CONFIDENTIAL		SECRET
OFFICIAL ROUTING SLIP				
TO	NAME AND ADDRESS	DATE	S	
1	Deputy Director for Support	10 March		
2				
3	Director of Training			
4				
5				
6				
ACTION		DIRECT REPLY	PREPARE REPLY	
APPROVAL		DISPATCH	RECOMMENDATION	
COMMENT		FILE	RETURN	
CONCURRENCE		INFORMATION	SIGNATURE	
Remarks: Hugh: MAG has apparently accepted your invitation to review various management courses. Their brief comment (attached) on OTR's plans has merit, and I shall look forward to hearing more about them from you when you are ready. <div style="text-align: right;">  LKW </div>				
FOLD HERE TO RETURN TO SENDER				
FROM: NAME, ADDRESS AND PHONE NO.			DATE	
Executive Director-Comptroller			2 MAR 1971	
UNCLASSIFIED		CONFIDENTIAL		SECRET

FORM NO.
1-67

237

Use previous editions

(40)

STAT

STATINTL

22571-0712
Executive Registry

71-1090

C-O-N-F-I-D-E-N-T-I-A-L

CENTRAL INTELLIGENCE AGENCY

MANAGEMENT ADVISORY GROUP

24 February 1971

MEMORANDUM FOR: The Executive Director-Comptroller

SUBJECT : The Agency's Supervision and Management Courses

After a review of the office of training's present and proposed supervision and management courses MAG feels that the present OTR plans are in the right direction. These plans should be reinforced with the endorsement of Agency management. The following proposals are offered:

1. The OTR plan to merge the present two courses on supervision and management should be endorsed. This would reduce the regular management courses from five to four.
2. All the recommendations listed under "Problems Relative to Supervision and Management Courses", which is part of an OTR planning paper, should be endorsed (see attachment).
3. The suggestion that MAG act as an advisory body is accepted, but MAG would propose that all Agency management have an input into what OTR is teaching its new and potential managers.
4. The OTR program of course seminars should include some of the more practical problems encountered by supervisors, i.e., fitness reports, promotion policy, regulations, IG functions, employee counseling, medical services, planning, programing, and budgeting. Some of these topics may require clarifying Agency policy concerning them, but this in itself would be helpful.

THE MANAGEMENT ADVISORY GROUP

C-O-N-F-I-D-E-N-T-I-A-L

GROUP I

Excluded from automatic
downgrading and
declassification

C-O-N-F-I-D-E-N-T-I-A-L

ATTACHMENT

Problems Relative to Supervision and Management Courses

- I. For most courses the instructors can look to established doctrine, policy, practice, etc., for guidance on course content. If these are lacking, there is at least a specific segment of the Agency which has a clear need for the course and which, to a reasonable extent, can provide objectives. Our Management and Supervision Courses do not have this guidance. To compound the problem, feedback on the utility of our Management and Supervision Courses is virtually non-existent.

Recommendations:

Designate or establish a group outside of OTR, and representing the Agency as a whole (perhaps the MAG), to act as an advisory body with respect to course content, ensuring consonance between that content and Agency policy and practice.

- II. It appears that more often than not the students who attend our Supervision and Management courses are doing so at a point in their career which militates against their deriving maximum benefit from the training, i.e., after bad habits have become too entrenched to be eradicated.

Recommendations:

- A. Establish an Agency policy requiring supervisory personnel to attend basic supervisory training within a specified time span covering, say, from six months prior to being made a supervisor to six months after such action.
- B. Encourage continuing education of supervisory personnel by establishing and advertising a program of courses, seminars, etc., (both internal and external) which such personnel should attend at some point over the course of their career as supervisors.

ILLEGIB

C-O-N-F-I-D-E-N-T-I-A-L